



Tempe Fire Medical Rescue Department 2014 Strategic Planning Process Summary

This document summarizes the outcomes of the Tempe Fire Medical Rescue Department (TFMRD) 2014 strategic planning process. The purpose of this process was to integrate the ideas of Department leaders through a participatory process. As part of this process, Command staff celebrated successes to close out the prior Strategic Plan. To open the new plan, they received feedback from the City Manager and other City leaders from Finance, Human Resources, Community Development, and Technology. From there, they conducted a SWOT analysis, identified a shared vision of success, and identified several strategic directions that would be accomplished by specific objectives and strategies over the next five years.

City Leader Input

As part of the strategic planning process, Tempe Fire Medical Rescue managers heard from City leaders about the current realities facing the City and TFMRD.

Andrew Ching, City Manager:

- What do we know about changes in healthcare over the next 3-5 years?
- How should the City address ambulance transportation?
- How do we integrate the new professional development program into the culture of TFMR?

Ken Jones, Deputy City Manager, Chief Financial Officer:

- Review current programs and sunset those that no longer provide value
- Strongly recommends that departments establish quantitative measures to support new budget requests
- Departments should be cautious in their establishment of proposed impact fees

Jon O'Connor, Deputy Internal Services Director, HR

- City's organizational changes have had very little service impact in HR
- Seeking departmental assistance in reviewing and commenting upon re-write of personnel rules and regulations
- Reviewing TLC's employee development programs

Dave Heck, Deputy Internal Services Director, IT

- Are departments able to analyze the data they have collected?
- What business decisions are you able to answer using data analysis?
- How can technology support TFMR?

David Nakagawara, Community Development Director

- Tempe's future development plans are complex in nature, as developers frequently request special waivers to work around zoning issues that pose unique access issues for first responders
- Aging City infrastructure
- ASU's new stadium district will require greater resources from TFMR
- Intense pressure to build more multi-housing units due to the high ratio of jobs to housing
- TFMR expected to respond to higher density and older facilities
- Opportunities for future public/private partnerships, particularly in housing Fire/EMS

Mission Statement

The Department established their mission in 2011 that guided the planning process. The mission statement was modified in 2014 to reflect the Department's name change.

We, the members of the Tempe Fire Medical Rescue Department, dedicate our efforts to provide for the safety and welfare of the public through preservation of life, health, property, and the environment.

Vision Elements

The first part of the strategic planning process involved the creation of a vision for the Fire Medical Rescue Department. Command staff responded to the question "What does the ideal Tempe Fire Medical Rescue Department look like five years from now?" by creating a vision that included the following elements:

Tempe Fire Medical Rescue Department Vision Elements: November 2014

Effective Human Resources	Progressive Planning Process	Innovative Service Delivery	Commitment to Safety	Strategic Asset Deployment	Comprehensive Community Outreach	Fiscal Responsibility
Staffing to accommodate growth	Great decision-makers at all levels	Strong community health system (education, follow-up, response)	Philosophical and practical commitment to Safety	Station/asset distribution to meet response goal	Strong, well understood public image	Efficient and financially responsible
Ideal number of support staff (admins, PIO, management, IT, mapping, inventory)	Cohesiveness towards establishing and achieving goals	All customers treated with respect, dignity, and patience	Safest and best equipment	Strategic placement of deployment resources	Citizens know what we do and how we do it	System to identify cost/benefit of our operations
Healthy workforce (physical, mental)	Collaborative commitment to service delivery	Injury and illness prevention services, community paramedicine	Utilize technology to maximize firefighter safety	3 paramedics per truck	Public is educated in Fire/EMS/Safety	
Recruit candidates who fit well in organization	Integrate with other City departments to maximize service delivery	Innovative and collaborative service delivery	Fleet of all modern, well maintained apparatus	Self-sustaining ambulance service	Community Outreach	
Dedicated workforce (low turnover)	More dynamic planning process	Emergent and non-emergent transportation	Fully capable, modern EOC	All ALS trucks within City		
Highest professional looking, acting, and performing workforce	Efficient labor management process that enhances the quality and time in implementing decisions	Provide targeted/appropriate healthcare				
State of the art employee services	Data Analysis	Continuity of care				

SWOT Analysis

As part of the strategic planning process, Command staff conducted an in-depth SWOT analysis designed to identify the internal strengths and weaknesses of the Department, as well as external opportunities and threats they face.

2014 TFMRD Strategic Planning Retreat: SWOT Analysis

Internal	
Strengths	Weaknesses
Service delivery	Slow decision-making
Committed/dedicated workforce	Communication
Low turnover	ALS and transportation
Labor management relationship	Continuity of care
Size of organization	Inconsistencies between shifts (policy interpretations)
Wellness of organization	Funding
Adaptability/willingness to accept change	Inadequate number of support staff
Personal protective equipment	Time
Accreditation	Data analysis
Automatic aid regional partnerships	Maintaining customer service levels
Attractiveness of the career	Reliance on grant funds
Communication	IT support
Fiscal responsibility	Admin turnover
Leadership credibility	Management turnover
Customer service	Succession Planning
Facilities	Generational differences
Meet/exceed regional operation standards	In-house training
Well-trained members	
Commitment to safety	
Committed to Public/Private Partnerships	
Data availability	
Cadets	
Opportunities	Threats
Community trust	Politics - special interests
Transportation	Legislative
Public/private partnerships	Privatization (community paramedicine, transportation/EMS)
Community relationships	Rapid change/keeping pace with city growth
Political relationships	Increasing demand for services, faster than growing population
Other City dept. relationships	Increasing costs/inflation
Veteran services	Unable to quantify needs
Developers	Arizona State University
Affordable Care Act	Changing demographics
Volunteerism	New high-rise development
City professional development program	Unique developments and "one-offs"
Station location plan	Public image/perception
Grant funds	Public support
Neighborhood Associations	Maintaining well-trained workforce
Social Media	
Arizona State University	
Technology	
City growth	
External	

Positive

Negative

Strategic Directions, Objectives & Strategies

The final part of the strategic planning process involved the building of a strategic plan for the Fire Department. Command staff responded to the question “What are the new services, programs or improvements that will help us reach our vision?” Through a process of clustering individual and group ideas, command staff created specific strategic directions, objectives, and strategies that could be accomplished over the next five years.

Tempe Fire Medical Rescue Department Strategic Plan (November 2014)

#	Strategic Direction/Objective/Strategy	Start Year	Status
STRATEGIC DIRECTION 1: Enhancing Medical Services			
Objective 1.1: Optimize service delivery			
1.1.1	Pilot low-aquity response team	FY 15/16	
1.1.2	Reclass ladder 276 to ALS	FY 16/17	
1.1.3	Train and implement community PM service	FY 18/19	
1.1.4	Obtain funding to sustain/grow PAS	FY 15/16	
1.1.5	Educate members on medical decision-making and communication	FY 16/17	
1.1.6	Monetize non-traditional medical delivery	FY 16/17	
1.1.7	Evaluate alternative service delivery options	FY 17/18	
Objective 1.2: Establish medical transportation program			
1.2.1	Obtain Certificate of Necessity, start ETS	FY 16/17	
1.2.2	Develop sustainable medical transportation model	FY 15/16	
1.2.3	Start Emergency Transportation Service (ETS)	FY 17/18	
STRATEGIC DIRECTION 2: Improving Decision-Making			
Objective 2.1: Create effective and efficient infrastructure			
2.1.1	Purchase two pumpers, one ladder, one SS	FY 16/17	
2.1.2	Identify and secure locations to deploy response assets	FY 15/16	
2.1.3	Complete study to combine into budget process	FY 15/16	
2.1.4	Optimize deployment of resources per station location study	FY 18/19	
2.1.5	Analyze station location study and develop planned response	FY 15/16	
Objective 2.2: Enhance data-driven decision-making			
2.2.1	Create evaluation tool to identify cost/benefit	FY15/16	
2.2.2	Improve data analysis	FY15/16	
2.2.3	Review under-funded programs; prioritize and develop plan to fund or eliminate	FY15/16	
2.2.4	Internal audit of processes	FY15/16	
2.2.5	Training on process planning	FY16/17	
STRATEGIC DIRECTION 3: Valuing Our Human Resources			
Objective 3.1: Implement organizational safety practices			
3.1.1	Obtain and deploy GPS to locate fire fighters in hazard zone	FY 18/19	
3.1.2	Quarterly line of duty death critiques	FY 15/16	
3.1.3	Perform IAFF fire ground survival class	FY 16/17	
3.1.4	Revamp safety program	FY 15/16	
Objective 3.2: Achieve appropriate staffing			
3.2.1	Optimize use of volunteers	FY 15/16	
3.2.2	Obtain additional support staff	FY 16/17	
Objective 3.3: Promote organizational wellness			
3.3.1	Implement/fund professional development for all members	FY 16/17	
3.3.2	Use technology to recruit future members	FY 15/16	
3.3.3	Dedicated HR liaison 2-3 days per weeks at FD	FY 18/19	
3.3.4	Personal "Finance 101" training for members	FY 16/17	
3.3.5	Emphasize lower-level out-of-committee decision-making	FY 15/16	
STRATEGIC DIRECTION 4: Engaging the Community			
Objective 4.1: Engage the community			
4.1.1	Create plan to deliver robust public education program	FY 15/16	
4.1.2	Perform IAFF fire operations program	FY 15/16	
4.1.3	Complete yearly citizens/media academy	FY 15/16	